

Notice for the PhD Viva Voce Examination

Ms Neenu Antony, Registration Number: 2070204, PhD Scholar at the Department of Tourism Management, School of Business and Management, CHRIST (Deemed to be University) will defend her PhD thesis at the public viva-voce examination on Friday, 09 January 2026 at 10.30 am in the Mini Auditorium, 2nd Floor, Auditorium Block, Bannerghatta Road Campus, CHRIST (Deemed to be University), Bengaluru - 560076, Karnataka, India.

Title of the Thesis : **HRM Challenges in Tourism Sector: A Study on Mental Health and Employee Wellbeing**

Discipline : **Tourism**

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The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts and research scholars of all the branches of research are cordially invited to attend this open viva – voce examination.

Place: Bengaluru
Date: 03 January 2026



Registrar (Academics)

ABSTRACT

India's tourism and hospitality sector plays a vital role in the services industry but faces unique human resource management (HRM) challenges due to its dependence on employees with cultural sensitivity, customer service expertise, and hospitality skills. Long working hours, unpredictable schedules, and demanding clients create heightened stress, contributing to poor mental health. The World Health Organization highlights that mental health concerns cause a trillion dollars in lost productivity annually, making employee well-being an urgent priority. This study examines HRM challenges in the tourism industry during uncertain times and identifies factors influencing employee well-being. A triangulation method combining quantitative and qualitative approaches was employed. Data were collected from HR professionals and managers in Bangalore's airlines, hotels, resorts, and travel agencies. Quantitative analysis utilized IBM SPSS, AMOS, and Stats Tool Package, while NVivo supported qualitative analysis. Results showed that job responsibilities and family pressures were the most significant stressors. Well-being programs helped mitigate these challenges and improved psychological health. Workplace culture moderated the relationship between HRM issues and happiness, while professional development enhanced morale. Qualitative findings highlighted pandemic-induced wage cuts, job shifts, and declining youth interest in tourism careers. The study emphasizes the need for tailored HRM strategies and supportive cultures to sustain workforce resilience.

Keywords: *Human resource management, Employee well-being, Organizational culture, Employee development, Mental health, HRM challenges*

Publications:

1. **Antony, N., & Thomas, J. (2025).** HRM Challenges and Employee Wellbeing in the Tourism Industry: Moderating Role of Organizational Culture. In *Human Capital Management and Competitive Advantage in Tourism* (pp. 41-66). IGI Global Scientific Publishing.
2. **Antony, N., & Thomas, J. (2025).** A Method To Enhance Employee Well-Being and Mental Health By Utilizing A Human Resource Management (HRM) Model. Patent application Number – 202541027515 A, Published 25TH April 2025, Patent office journal number 17/2025, Page, 39233